

NHS England

Job description and person specification

March 2024

Position			
Job title	Mental Health Improvement Advisor	Directorate/ Region	Community and Mental Health Improvement Team, Operational Improvement
Pay band	AFC Band 8d	Responsible to	Deputy Director of Mental Health Improvement
Salary	£83,571- £96,376	Accountable to	Deputy Director of Mental Health Improvement
Tenure	Substantive position	Responsible for	Responsible for day-to-day work assigned to Mental Health Improvement Team.
Funding Arrangements	Programme Funded	Base	Any NHSE office
Our Organisation		NHS England Values and Behaviours	
NHS England leads the NHS in England to deliver high quality care for all. We support NHS organisations to deliver better outcomes for our patients and communities, work to get the best possible value for taxpayers, and drive improvement across the NHS.		Having listened to our staff over the last year, we aim to create a healthy and high performing organisation, underpinned by the NHS Constitution values: <ul style="list-style-type: none"> Working together for patients Respect and dignity 	

Through our [seven regional teams](#), NHS England supports local [integrated care systems](#), made up of public services that provide health and care – NHS organisations, primary care professionals, local councils, social care providers and the community, voluntary and social enterprise sector – to improve the health of the population, improve the quality of care, tackle inequalities and deliver care more efficiently.

From April 2023, NHS England, Health Education England and NHS Digital will be one single organisation, putting workforce, data, digital and technology at the heart of our plans to transform the NHS.

- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

Our people all have a part to play in helping to shape and develop our culture and in embedding and living these values.

Our behaviours: leading by example:

- We prioritise patients in every decision we take.
- We listen and learn.
- We are evidence-based.
- We are open and transparent.
- We are inclusive.
- We strive for improvement

Service and team	About the role
<p>The Community and Mental Health Improvement Teams comprises subject matter experts in specialist sub teams with clinical, operational and managerial expertise covering community services and mental health services. The main aims of the teams are to improve productivity in community and mental health services, including work to develop specialist knowledge at local, regional and ICS level, the improvement of data quality, and the provision of specialist hands on support in areas of greatest opportunity or need. improvements in community and mental health services to embed the learning from innovation and changes.</p> <p>Specifically, this includes:</p> <ul style="list-style-type: none"> • Support for mental health to improve data quality, share data and boost productivity through use of the Model Health System portal. • Specialist Improvement and recovery support for front line mental health provision, prioritising Systems where CQC are taking statutory action, and running improvement collaboratives to share the learning. • Facilitating the evaluation and sharing of examples of productivity <p>Customers</p> <ul style="list-style-type: none"> • Regions and Systems with challenged mental health providers • Mental Health policy team • Community Services policy team • The Intensive Support for Challenged Systems Programme <p>Key Internal Connections</p> <ul style="list-style-type: none"> • Strategy / Policy – To drive policy development and implementation in all areas related to community and mental health • Data and Analytics – Working with the Model Health System to develop metrics to drive improvements and understanding • Digital – identify opportunities around interoperability and for 	<p>The Mental Health Improvement Advisor is responsible for supporting the Head of Mental Health Improvement and will work as part of a dynamic team in delivering an effective service supporting managers and staff across the mental health sector.</p> <p>The post holder will provide advice, develop strategy and implement policy for a national strategy. The role is part of a wider national system improvement team providing advice and support tools for mental health management, along with measuring outcomes and improving productivity and efficiency in providers, and the health systems in which they operate, and support the development of work in other sectors as necessary.</p> <p>The post holder will be an expert in mental health management, with significant senior management experience of operationally delivering mental health services and have an in-depth knowledge of the new mental health waiting time standards. As a professional registrant you will have significant experience of acting as an expert resource and provide advice on care in relation to clinical interventions, policies, service development and delivery.</p> <p>The purpose of the role is to:</p> <ul style="list-style-type: none"> ▪ support and advise the Mental Health Improvement team in interpreting metrics, data and other intelligence relating to mental health and community services ▪ develop improvement tools and techniques, together with other team members to enable local systems together with regionally deployed improvement resources to improve system efficiency and patient care ▪ facilitate the sharing of good practice ▪ support the delivery of the NHS long term plan aspirations in relation to the delivery of productivity improvements

productivity and efficiency gains.

The Mental Health Improvement Team provides clinical, operational and managerial expertise in the commissioning and delivery of mental health services. The team has a strong track record of providing specialist improvement and recovery support for front line mental health provision where local management teams need additional capacity to make rapid improvements following a critical CQC report or other intervention.

The main aim of the team is to improve productivity in mental health services, including work to develop specialist knowledge at local, regional and ICS level, the improvement of data quality, and the provision of specialist hands on support in areas of greatest opportunity or need, and to embed the learning from innovation.

The post holder will develop effective strategy and operational policies for promoting innovation across Cluster and Sector. Working closely with colleagues across the sector, ensuring coherent strategy and will:

- Drive the strategy for, supporting and ensuring alignment across the system
- Drive reform and support organisational change and uptake of initiatives that support excellence
- Develop and communicate the vision for the role of innovation, and the development of strategy and operational policies to support this vision
- Engage with key strategic regional and national policy makers to inform development of strategy and policies
- Identify examples of national and international best practice and to ensure that NHS England benefits from relevant innovations in healthcare
- Support development by developing the innovation infrastructure and capacity in organisations
- Develop and champion new initiatives or projects as necessary
- Working with providers and clinical experts to design new training products
- Provide expertise of best practice methodologies regulatory requirements, policy imperatives, innovation and technological developments and stakeholders knowledge



Key Job specifics and responsibilities	Key accountabilities	
<p>Improving quality and outcomes</p> <ul style="list-style-type: none"> • To support the development of improvement metrics that link inputs to quality outcomes. • To work collaboratively across the NHS England matrix, including integrating the National Director's portfolio. <p>Enabling patient and public involvement</p> <ul style="list-style-type: none"> • To act as a champion for patients and their interests and involve the public and patients in the policy development and decision-making of NHS England. • To ensure all public and patient contact with the office is of the highest professional standard • To embed patient and public involvement within NHS England at all levels of decision making <p>Promoting equality and reducing inequalities</p> <ul style="list-style-type: none"> • To uphold organisational policies and principles on the promotion of equality • To create an inclusive working environment where diversity is valued, everyone can contribute, and everyday action ensure we meet our duty to uphold and promote equality. 	<p><u>Key Functional Responsibilities</u></p> <p>Operational</p> <ul style="list-style-type: none"> • Accountable for developing and delivering strategy, promoting innovation and supporting operational excellence in the Sector. Working with a range of data, facts and situations often requiring detailed analysis and interpretation making decisions on the most appropriate approach. • To monitor, interpret and quality assure progress against deliverables. Quality assurance and progress of deliverables to NHS England that often require adjustments specifically in relation to the complex corporate business agenda, strategic objectives and the business planning process. • To develop business plans and provide expert strategic and policy advice and guidance on all areas of the National Director's portfolio. <p>Financial and Physical Resources</p> <ul style="list-style-type: none"> • Responsible and accountable for a range of projects/ and or programmes and initiatives. • Budget setting across a range of services/areas, managing and monitoring related activity, liaising with finance colleagues to ensure appropriate costing and ensure compliance with Standing Financial instructions and Standing Orders. • Develop commissioning/ service models that ensures value for money and promote excellence. • Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year. 	

Partnership and cross boundary working

- To develop links with other national and regional teams with a focus on improving the operational performance and productivity of ambulance services
- To provide a focus on the contribution that ambulance services have on wider system improvements such as reducing conveyancing and hospital handover
- To collaborate with and support related initiatives developed by NHS Rightcare and the Getting it Right First Time (GiRFT) programme.
- Leadership for transformational change
- To model a collaborative and influencing style of working, negotiating with others to achieve the best outcomes. Embedding this approach across the Directorate

Using insight and evidence for improvement

- To develop good practice case studies relating to ambulance services improvement based on evidence and data supported by research and clinical advice
- To support the development of improvement and productivity metrics relating to ambulance services including metrics relating to clinical, activity, quality, workforce and financial metrics.

Developing an excellent organisation

- To ensure the health, safety and wellbeing of all staff within the department
- To ensure compliance with all confidentiality and governance requirements within the department
- To adhere to the NHS Managers Code of Conduct and any other relevant professional codes of conduct at all times.
- To ensure regular, productive and open communication with staff who they lead (e.g. Directorate and matrix teams)

People Management

- Manage the function/programme, building a collaborative working environment and an innovative culture
- Transfers expertise and knowledge as appropriate, regarding innovation issues throughout the team and also externally to Directors and lead providers – including developing and delivering formal briefing/training to promote innovation.
- Support an effective matrix approach to achieve NHS objectives.
- To manage, motivate, inspire and develop staff within the team to ensure that they are able to deliver the responsibilities of NHS England.
- Responsible for the recruitment and development of the Directorate staff, including undertaking appraisal, staff develop and where appropriate progressing employee relation matters.
- Responsible for managing multiple functions within the directorate.

Information Management

- Responsible for the development, management and maintenance of systems and framework across the organisation.
- Partners with the business to ensure that information management needs are met in order to enable effective planning and monitoring of quality.
- Responsible for the development and delivery of data systems across the organisation.
- Responsible for the design, development and implementation of information systems within the directorate rather than data systems.

Research and Development

- Develops an innovation strategy including research and development to identify, develop and promote best practice
- Drawing from experience and expertise in other academic fields and industries, ensures that the organisation benefits from relevant innovations
- Highlight, promote and report innovative approaches to education and training, particularly their impact on service
- Commission and co-ordinate and Research and Development strategy to drive innovation

Planning and Organisation

- Accountable for developing and owning the operational strategy and working with the team to ensure that this is incorporated into the consolidated plan.
- Develops plan for the delivery of the role's responsibilities including identifying interdependencies, managing risks, modelling the potential impacts on the wider organisation, determining resource requirements and building in contingency where required.
- Contributes to the strategic planning process and delivery of priorities and manages consequential adjustments to activities.
- Chair or attend as appropriate, meetings with varied internal and external key stakeholders to facilitate the delivery of the strategic objectives.

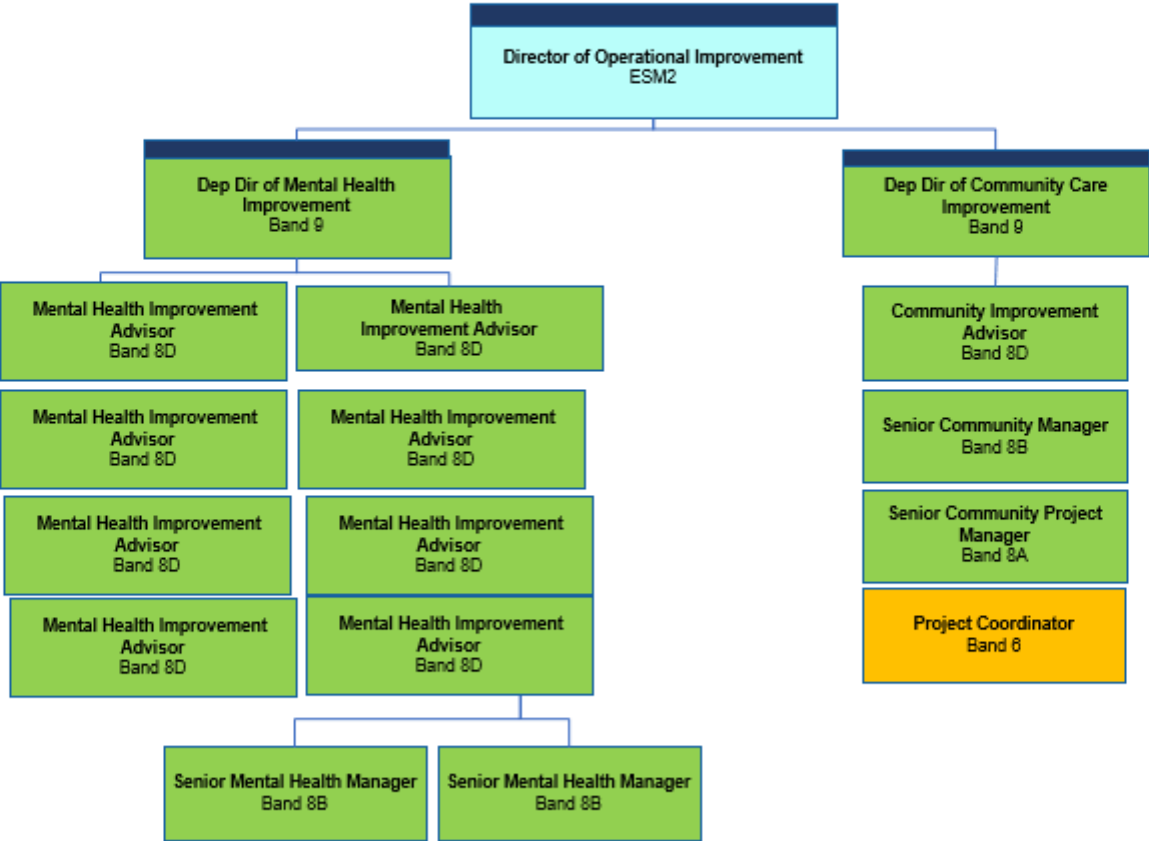
Policy and Service Development:

- Promote the adoption of innovative strategies and techniques.

- Responsible for proposing and drafting changes, implementation and interpretation to policies, guidelines and service level agreements (SLA's) which may impact service delivery and Sector.
- Working across multiple agencies both within and outside of the NHS, equivalent to a directorate when compared to other NHS provider organisations.
- Lead on policy development with impact across the organisation.

Key Working Relationships

- Build and maintain good working relationships with a broad range of internal and external stakeholders on a range of business sensitive issues.
- Lead as the expert; integrating systems and managing effective working relationships with the appropriate stakeholders.
- Manage potentially aggressive and/or antagonistic situations with staff and stakeholders within change programmes for successful outcomes often dealing with complex and conflicting issues with staff and stakeholders.
- Link with managers and members of other initiatives to address inter-dependencies and ensure alignment.
- Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels (including senior management) who may hold differing and contentious views.
- Represent the Sector in sensitive and political situations, delivering difficult messages where required to high-level audiences.
- Effective stakeholder management across different departments and at all levels, maintaining relationships with key and high-profile stakeholders, such as key strategic regional and national policy makers.



Person specification

		Essential	Desirable	Evidence*
Qualifications	Membership/Registered Nurse with a relevant professional body	√		
	Educated to Masters level or equivalent level or equivalent experience of working at a senior level in specialist area (Mental Health)	√		A/I
Knowledge and experience	In depth additional expert knowledge acquired over a significant period of time in the following area(s)	√		A/I
	Educated in or significant experience of improvement methodology and/or programme management and patient flow, ideally in an NHS setting	√		
	Subject matter expertise across a number of key areas relating to experience of working with NHS Rightcare and the Getting it Right First Time programme and Improvement methodologies	√		
	Proven and significant leadership experience and/or formal management qualification	√		
	Evidence of post qualifying and continuing professional development	√		
	Must have an understanding of the background to and aims of current healthcare policy and appreciate the implications of this on engagement	√		
	Should have an appreciation of the relationship between the Department of Health, the NHS England and individual provider and commissioning organisations.	√		
	Demonstrable experience of managing and prioritising a large budget with solid working knowledge of financial process requirements.	√		
	Previously responsible for a budget, involved in budget setting and working knowledge of financial processes	√		
	Member of relevant professional body	√		

Skills Capabilities & Attributes

Highly developed communication skills with the ability to communicate on highly complex matters and difficult situations

√

	<p>Ability to provide and receive, convey and present highly complex, sensitive and/or contentious information to large groups, responding openly to questions to ensure full understanding and engagement</p> <p>Ability to communicate effectively with clinical, academic and all levels of staff</p> <p>High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear concise manner</p> <p>Ability to analyse numerical and written data, assess verbal, written, numerical and draw appropriate conclusions</p> <p>Demonstrates sound judgement in the absence of clear guidelines or precedent, seeking advice as necessary from more senior management when appropriate</p> <p>Leadership, vision, strategic thinking and planning with highly developed political skills</p> <p>Ability to demonstrate a high level of expertise in providing senior leadership</p> <p>Ability to work on own initiative and organise workload, allocating work as necessary, working to tight and often changing deadlines.</p> <p>Ability to make decisions autonomously, when required, on difficult issues.</p> <p>Autonomy to undertake actions as a result of own interpretation of policy and guidance providing a source of expert advice to the organisation</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		
Values and behaviours	<p>Commitment to and focused on quality, promotes high standards in all they do.</p> <p>Able to make a connection between their work and the benefit to patients and the public.</p> <p>Ability to operate in a value-driven style consistent with the values of the public services and specifically with the new organisational values</p> <p>Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others</p> <p>Values diversity and difference; operates with integrity and openness</p> <p>Works well with others, is positive and helpful, listens, involves, respects and learns from the contribution of others.</p> <p>Consistently looks to improve what they do, look for successful tried and tested ways of working, and also seeks out innovation.</p> <p>Actively develops themselves and supports others to do the same.</p> <p>Needs to have a thorough understanding of and commitment to equality of opportunity and good working relationships both in terms of day-to-day working practices, but also in relation to management systems.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		A/I

	Self-awareness in teams of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness. Values diversity and difference operates with integrity and openness. Embrace change, viewing it as an opportunity to learn and develop. Demonstrates honesty and integrity and promotes organisational values.	√ √		
Other	Ability to travel across multiple sites where required	√		A/I

* Evidence will take place with reference to the following information:

A	Application form
I	Interview
T	Test or Assessment
C	Certificate

KEY TO JOB DESCRIPTION AND PERSON SPECIFICATION COLOUR CODING

Light Blue	JOB SPECIFIC INFORMATION: Text <u>can</u> be amended or additional information inserted
Dark Blue	ORGANISATION SPECIFIC INFORMATION: Text <u>should not</u> be amended
Black	NATIONAL GENERIC INFORMATION: Text <u>should not</u> be amended (denotes banding)